

Message Text

CONFIDENTIAL

PAGE 01 CANBER 04080 01 OF 03 280236Z

ACTION EA-12

INFO OCT-01 ISO-00 SS-15 SP-02 NSC-05 SIG-03 MMO-01

PM-05 CIAE-00 INR-10 NSAE-00 ICA-11 DODE-00 L-03

PA-01 A-01 ACDA-12 IO-13 HA-05 DLOS-09 OES-07

EB-08 AID-05 SNM-05 OMB-01 TRSE-00 PC-01 /136 W

-----007624 280310Z /70

P 260600Z MAY 78

FM AMEMBASSY CANBERRA

TO SECSTATE WASHDC PRIORITY 3356

C O N F I D E N T I A L SECTION 1 OF 3 CANBERRA 4080

FOR DEPUTY UNSECY FOR MANAGEMENT FROM THE AMBASSADOR

EO 11652: GDS

TAGS: OGEN AS

SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)
SUBMISSION

REF: STATE 063477

BEGIN UNCLASSIFIED: FOLLOWING IS GORM SUBMISSION REQUESTED
REFTEL FOR EMBASSY CANBERRA AND CONSTITUENT POSTS IN BRISBANE,
MELBOURNE, PERTH AND SYDNEY:

FORM ZBB-1:

1. TOTAL U.S. PERSONNEL 57

2. TOTAL LOCAL 80

3. TOTAL PERSONNEL RESOURCES 137

A. PACKAGE 1 (LINE 3 X 90 PC 123

B. PACKAGE 2 (LINE 3 X 5 PC 7

C. PACKAGE 3 (LINE 3 X 5 PC 7

FORM ZBB-2: PACKAGE WORKSHEET

ZERO BASE BUDGETING FY 1980

PERSONNEL RESOURCE WORKSHEET

AM. AM. PACKAGE 1

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FUNCTION OFF STAFF LOCALS AMOFF AM STAFF FSL

EXECUTIVE 7 4 3 7 4 3

POL/LABOR 3 1 1 3 1 1

E/C 10 1 15 9 1 13

CONSULAR 8 - 22 8 - 22

ADMIN 17 1 39 17 1 33

OTHER (REG.) 3 2 -

TOTAL	48	9	80	44	7	72
CUMULATIVE						
TOTAL	48	9	80	44	7	72

(RIGHT HAND SIDE OF CHART):

	PACKAGE 2			PACKAGE 3		
EXECUTIVE						
POL/LABOR						
E/C	1		1			
CONSULAR						
ADMIN			3			3
OTHER (REG.)	1	1		2		1
TOTAL	2	1	4	2	1	4
CUMULATIVE						
TOTAL	46	8	76	48	9	80

FORM ZBB-3:

1. DECISION UNIT - AUSTRALIA
2. PACKAGE I OF III
3. ACTIVITY DESCRIPTION: WE HAVE SELECTED 90 PERCENT OF OUR CURRENT LEVEL AS THE BARE MINIMUM LEVEL AT WHICH

THE MISSION CAN EFFECTIVELY PURSUE AGREED U.S. GOALS AND OBJECTIVES IN AUSTRALIA AND CARRY OUT THOSE ACTIVITIES ESSENTIAL TO THE EMBASSY AND ITS FOUR CONSTITUTENT POSTS. THE RANGE OF EMBASSY ACTIVITIES AT THIS LEVEL DIFFERS FROM OUR CURRENT MIX PRINCIPALLY IN THE ABOLITION OF THE OFFICES

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OF THE REGIONAL SECURITY OFFICER AND THE REGIONAL MINERALS ATTACHE, AND A DECREASE IN ECONOMIC/COMMERCIAL AND ADMINISTRATIVE ACTIVITIES.

EXECUTIVE POSITIONS (6 OFFICERS, 4 STAFF AND 2 FSL'S) CANNOT BE REDUCED WITHOUT SERIOUS IMPAIRMENT OF OUR ABILITY TO CONDUCT POLICY FORMULATION, MANAGEMENT GUIDANCE, AND REPRESENTATIONAL ACTIVITY IN SUPPORT OF ALL THE MISSION OBJECTIVES.

SIMILARLY, THE FIVE-PERSON (3 OFFICERS, 1 STAFF, AND 1 FSL) POLITICAL/LABOR SECTION CANNOT BE REDUCED IF IT IS TO CONTINUE ITS PRESENT PROGRAM OF POLICY FORMULATION, POLITICAL

AND LABOR REPORTING, ESSENTIAL TRAVEL AND REPRESENTATIONAL ABILITY (OBJECTIVES I, II, IV AND V).

E/C ACTIVITIES, REDUCED BY 1 OFFICER, 1 STAFF AND 2 FSL'S AT THIS LEVEL TO 23 (9 OFFICERS, 1 STAFF AND 13 FSL'S) COULD MEET ONLY ROCK BOTTOM NEEDS FOR ECONOMIC REPORTING AND COMMERCIAL PROMOTION IN SUPPORT OF MISSION OBJECTIVES (III AND IV). RESOURCE REPORTING WOULD BE REDUCED TO A BARE MINIMUM (OBJECTIVE VI).

CONSULAR POSITIONS, WHICH WOULD REMAIN AT THEIR PRESENT

LEVEL AT ALL FIVE POSTS (8 OFFICERS AND 22 FSL'S), WOULD BE SUFFICIENT TO CONTINUE THE PRESENT RANGE OF CONSULAR ACTIVITIES.

IT WOULD BE DIFFICULT, BUT ESSENTIAL ADMINISTRATIVE ACTIVITIES COULD BE PROVIDED WITH A REDUCTION OF 6 FSL'S FROM THE PRESENT 39. SUPPORT TO OTHER AGENCIES WOULD BE REDUCED TO A BARE MINIMUM.

REGIONAL SECURITY RESPONSIBILITIES WOULD HAVE TO BE PERFORMED FROM OUTSIDE AUSTRALIA.

4. RESOURCE REQUIREMENTS FY-78 FY-79 FY-1980

	THIS	CUMUL.		
	PKG.			
	ONLY			
OFFICERS	48	44	4	44
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STAFF	9	7	2	7
FSL'S	80	72	8	72
TOTALS	137	123	14	123

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES.

THE BASIC STRUCTURE AND RESOURCES WITH WHICH THE EMBASSY SUPPORTS ITS OBJECTIVES WOULD REMAIN INTACT. THE REDUCTION OF 5 E/C POSITIONS WOULD ADVERSELY AFFECT COMMERCIAL PROMOTION ACTIVITIES AT THE TWO LARGEST CONSTITUENT POSTS, SYDNEY AND MELBOURNE. WHILE THE OTHREE OFFICERS IN

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ACTION EA-12

INFO OCT-01 ISO-00 SS-15 SP-02 NSC-05 SIG-03 MMO-01

PM-05 CIAE-00 INR-10 NSAE-00 ICA-11 DODE-00 L-03

PA-01 A-01 ACDA-12 IO-13 HA-05 DLOS-09 OES-07

EB-08 AID-05 SNM-05 OMB-01 TRSE-00 PC-01 /136 W

-----123134 280316Z /70

P 260600Z MAY 78

FM AMEMBASSY CANBERRA

TO SECSTATE WASHDC PRIORITY 3357

C O N F I D E N T I A L SECTION 2 OF 3 CANBERRA 4080

FOR DEPUTY UNSECY FOR MANAGEMENT FROM THE AMBASSADOR

THE E/C SECTION AT EMBASSY CANBERRA COULD PERFORM SOME RESOURCE TRAVEL AND DO SOME RESOURCE REPORTING, THE REGIONAL RESOURCES PROGRAM WOULD INEVITABLY SUFFER A PRECIPITOUS DECLINE DUE TO LACK OF CLOSE, FULL-TIME ATTENTION. ABOLISHING THE POSITION OF THE DIRECTOR OF THE INTERNATIONAL MARKETING CENTER IN SYDNEY WOULD SIGNIFICANTLY REDUCE THE CENTER'S EXHIBITIONS AND TRADE SUPPORT ACTIVITIES.

ELIMINATION OF 6 ADMINISTRATIVE POSITIONS WOULD SUBSTANTIALLY REDUCE FISCAL AND LOGISTICS SUPPORT TO STATE AND OTHER SERVICED AGENCIES AT ALL FIVE POSTS.

(1) DECISION UNIT: AUSTRALIA

(2) PACKAGE II OF III

(3) ACTIVITY DESCRIPTION: AT THIS LEVEL, THE FULL RANGE OF ACTIVITIES WOULD BE RESTORED TO THE REGIONAL RESOURCES ATTACHE AND COMMERCIAL PROMOTION ACTIVITIES AT MELBOURNE. COMMERCIAL PROMOTION ACTIVITIES AT SYDNEY WOULD CONTINUE TO BE CURTAILED. ADMINISTRATIVE AND LOGISTICS SUPPORT COULD BE PARTIALLY RESTORED TO STATE AND OTHER SERVICED AGENCIES, BUT WITH SOME NOTICEABLE GAPS.

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(4) RESOURCE REQUIREMENTS: FY-78 FY-79 ONLY CUMUL.

OFFICERS	48	44	2	46
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STAFF	9	7	1	8
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FSL'S	80	72	7	76
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TOTALS	137	123	7	130
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(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES.

REGIONAL SECURITY RESPONSIBILITIES WOULD STILL HAVE TO BE PERFORMED FROM OUTSIDE AUSTRALIA, NECESSITATING A HEAVY SECURITY TRAVEL SCHEDULE FROM ANOTHER REGIONAL CENTER OR FROM WASHINGTON. THERE WOULD CONTINUE TO BE A SHORTFALL IN FISCAL SUPPORT AT THE EMBASSY AND A SIGNIFICANT REDUCTION IN OVERALL ADMINISTRATIVE SUPPORT CAPABILITIES AT MELBOURNE.

(1) DECISION UNIT: AUSTRALIA

(2) PACKAGE III OF III

(3) ACTIVITY DESCRIPTION: ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY AND THE FOUR CONSTITUENT POSTS WOULD BE CONTINUED IN SUPPORT OF AGREED MAJOR POLICY GOALS AND OBJECTIVES.

FY-1980

(4) RESOURCE REQUIREMENTS: THIS

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	FY-78	FY-79	ONLY	CUMUL.
OFFICERS	48	44	2	48
STAFF	9	7	1	9
FSL'S	80	72	4	80
TOTALS	137	123	7	137

(5) IMPACT STATEMENT: ALTHOUGH ALL CURRENT ACTIVITIES COULD BE CONTAINED AT THIS LEVEL, PERSONNEL RESOURCES WOULD CONTINUE TO BE LEAN. THE MISSION ANTICIPATES INCREASED EMPHASIS ON ALL OF ITS PROGRAMS AND, THEREFORE, INCREASED WORKLOADS FOR ALL ELEMENTS OF THE MISSION COUNTRYWIDE.
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THE MISSION'S MOST SIGNIFICANT NON-SALARY STATE PROGRAM AFFECTING MAJOR POLICY OBJECTIVES IS OUR COUNTRY COMMERCIAL PROGRAM (CCP). FY-1978 FUNDS ALLOCATED FOR THE CCP AMOUNT TO \$96,000 AND COVER SUCH AREAS AS COMMERCIAL NEWSLETTERS, COMMERCIAL LIBRARIES AT ALL FIVE POSTS, CONTRACTUAL SERVICES AND TRAVEL.

THE PRINCIPAL OBJECTIVES OF THIS PROGRAM ARE EXPANSION OF U.S. EXPORTS AND SUPPORT OF THE MISSION'S ECONOMIC/COMMERCIAL PROGRAM.

REPRESENTATION FUNDS AMOUNTING TO \$41,700 FOR FY-78 ARE UTILIZED BY EXECUTIVE, POLITICAL AND ECONOMIC/COMMERCIAL OFFICERS AT ALL FIVE POSTS IN SUPPORT OF ALL OF OUR MAJOR POLICY GOALS AND OBJECTIVES. THE SAME IS TRUE OF THE FUNDS USED FOR TRAVEL, WHICH SHOULD AMOUNT TO APPROXIMATELY \$100,000 FOR FY-78.

SIGNIFICANT NON-SALARY FUNDING IN THE ADMINISTRATIVE AREA FOR FY-1978 INCLUDE: \$169,000 FOR OFFICE RENTAL; \$143,000 FOR RESIDENTIAL RENTAL; \$300,000 FOR BUILDING OPERATIONS; \$56,400 FOR OFFICE SUPPLIES; AND \$60,000 FOR EQUIPMENT.

ANY ECONOMIES WE MIGHT ACHIEVE RESULTING FROM FUNDING OF PROGRAMS BELOW THE FY-78 LEVEL WOULD BE AT THE EXPENSE OF OUR COUNTRY COMMERCIAL PROGRAM, OBJECTIVE III FOR AUSTRALIA. WITH SOME 26 EMPLOYEES ENGAGED COUNTRY-WIDE IN THIS ACTIVITY, ANY CUTS IN NON-SALARY FUNDING WOULD BE FALSE ECONOMY IN THE EXTREME.

CUTBACKS IN EXPENDITURES FOR OFFICE AND RESIDENTIAL RENTALS, BUILDING OPERATIONS AND OFFICE SUPPLIES WOULD NOT BE POSSIBLE UNLESS ACCOMPANIED BY SIGNIFICANT PERSONNEL REDUCTIONS; THESE ARE FIXED COSTS. THE MISSION COULD FOREGO EQUIPMENT PURCHASES FOR A SHORT PERIOD, BUT WOULD FEEL THE PINCH WHEN EXISTING EQUIPMENT BEGAN TO FALL APART. EQUIPMENT FOR BASIC FUNCTIONS SUCH AS REPORTING (ELECTRIC TYPEWRITERS) AND COMMUNICATIONS WOULD HAVE TO BE PURCHASED IN ANY EVENT.

(2) CONTINUING AT CURRENT OPERATING LEVELS WOULD PERMIT THE EMBASSY AND THE FOUR CONSTITUENT POSTS TO CONTINUE
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OPERATING ON WHAT WE FEEL IS AN ADEQUATE, ALTHOUGH LEAN,
BASIS, THIS IS, OF COURSE, CONTINGENT UPON OUR RECEIVING
OPERATING FUNDS THAT EQUAL OUR BUDGET BASE. END
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ACTION EA-12

INFO OCT-01 ISO-00 SS-15 SP-02 NSC-05 SIG-03 MMO-01
PM-05 CIAE-00 INR-10 NSAE-00 ICA-11 DODE-00 L-03
PA-01 A-01 ACDA-12 IO-13 HA-05 DLOS-09 OES-07
EB-08 AID-05 SNM-05 OMB-01 TRSE-00 PC-01 /136 W
-----123303 280317Z /70

P 260600Z MAY 78

FM AMEMBASSY CANBERRA

TO SECSTATE WASHDC PRIORITY 3358

C O N F I D E N T I A L SECTION 3 OF 3 CANBERRA 4080

FOR DEPUTY UNSECY FOR MANAGEMENT FROM THE AMBASSADOR

BEGIN CONFIDENTIAL:

II EVALUATION OF GOALS, OBJECTIVES, AND RESOURCE MANAGEMENT.

1. AS YOU WILL BE AWARE, SOON AFTER ARRIVAL AT POST IN
MAY 1977 I CAREFULLY REVIEWED THE GOALS, MISSIONS, AND
RELATIVE COMPLEMENTS OF EACH ELEMENT UNDER MY LEADERSHIP
IN AUSTRALIA. THE RESULT OF MY REVEIW WAS TO AFFIRM THAT, AS
FAR AS I COULD ASCERTAIN, THERE WAS NO EXCESS IN PERSONNEL,
RESOURCES OR PHYSICAL ESTABLISHMENT IN OUR AUSTRALIAN
AFFILIATES. THIS WAS A RESULT OF CLOSE CONSULTATION
WITH MY STAFF AND THE PERSONNEL IN CHARGE OF EACH OPERATION
IN THIS COUNTRY.

2. BY FAR THE LARGEST SINGLE FORCE IN AUSTRALIA ARE MILI-
TARY PERSONNEL. THEY CAN BE SEPARATED INTO DEFENSE ATTACHE
PERSONNEL, PERFORMING THE NORMAL INTELLIGENCE LIAISON
FUNCTIONS OF ANY U.S. MISSION ABROAD, AND THEATER COMMAND

(I.E. CINCPAC) PERSONNEL, WHO ARE RESPONSIBLE FOR MANY ANZUS EXCHANGE PROGRAMS AND FOR THE MANNING OF JOINT US-AUSTRALIAN DEFENSE BASES.
DAO EFFORTS CAN BE CONSIDERED BY-AND-LARGE BILATERAL,
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AND ARE COMMENSURATE WITH US-AUSTRALIAN RELATIONSHIPS CONSIDERING THAT WE HAVE A MUTUAL DEFENSE TREATY (ANZUS) WITH AUSTRALIA, AND A SPECIAL RELATIONSHIP WITH AUSTRALIA WHICH WE HAVE ONLY WITH GB, NEW ZEALAND, AND CANADA. CINCPAC RELATIONSHIPS ARE NOT BILATERAL, FOR THE MOST PART. IT WOULD NOT BE POSSIBLE FOR ME TRULY TO EVALUATE THE JOINT US-AUSTRALIAN BASES IN THE BILATERAL CONTEXT. OUR BASES IN AUSTRALIA ARE OF VITAL, STRATEGIC IMPORT FOR THE FREE WORLD; THEY WILL HAVE TO BE JUDGED BY WASHINGTON ON CRITERIA OTHER THAN BILATERAL US-AUSTRALIAN CRITERIA. I MUST SAY THAT MY EVALUATION OF BOTH DAO AND CINCPAC MILITARY PERSONNEL, RESOURCES AND ESTABLISHMENTS HAVE LED ME TO CONCLUDE THAT THEY ARE INCLOSE APPROXIMATION WITH THE MAGNITUDE OF THEIR TASK AND IMPORTANCE; I WOULD BE HARD PUT TO FIND THAT ANY EXCESS IN RESOURCES EXIST. I HAVE LEVIED THROUGH MY SUBORDINATE DAO AND CINCPAC REPRESENTATIVES, THE REQUIREMENT ON COMMANDERS OF EACH JOINT INSTALLATION TO KEEP ME FULLY INFORMED OF STAFFING LEVEL COMPARED TO WHAT EACH COMMANDER BELIEVES TO BE VITALLY NECESSARY. THERE IS NO QUESTION THAT THE MILITARY ELEMENTS UNDER MY JURISDICTION, DIRECT OR INDIRECT, IN AUSTRALIA FILL AN EXTREMELY HIGH PRIORITY PLACE IN OUR COUNTRY OBJECTIVES.

3. OTHER AGENCIES.

WE HAVE NO AID MISSION, ICA IS REPRESENTED ADEQUATELY, AND I AM CONVINCED, BY STUDYING THEIR COUNTRY PLAN AND OBJECTIVES, THAT THEY ARE BACKING UP U.S. GOALS IN AN EFFECTIVE MANNER. I CANNOT HONESTLY SUGGEST THAT THEIR PERSONNEL OR MATERIAL ASSETS ARE IN EXCESS OF THE JOB TO BE DONE AT THIS TIME. IRS HAS A TWO-MAN OPERATION, AND I BELIEVE THAT GIVEN THE U.S. INVESTMENT AND TAX SITUATION IN AUSTRALIA, THERE IS NO POSSIBILITY OF REDUCING THAT EFFORT. THE DEPARTMENT OF AGRICULTURE HAS A QUARANTINE
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SERICE AS WELL AS AN AGRICULTURAL ATTACHE IN THE EMBASSY; BOTH OPERATIONS I FIND FULLY JUSTIFIED GIVEN THE VOLUME OF OUR TRADE IN THE AGRICULTURAL FIELD WITH AUSTRALIA. THERE IS ALSO A NASA PERMANENT REPRESENTATIVE, AND A LONG-TERM CONTRACT EMPLOYEE STATIONED IN CANBERRA. BOTH ARE FULLY

NEEDED AND EFFECTIVE, IN MY JUDGMENT.

4. TO LIST THE 10 PERCENT OF ALL USG ACTIVITIES THAT ARE
LEAST IMPORTANT TO ATTAINMENT OF AGREED MISSION GOALS, I
WOULD HAVE, AGAIN, TO RETREAT BEHIND MY INABILITY TO TRULY
EVALUATE THAT WHICH IS NOT BILATERAL IN THE US-AUSTRALIAN
RELATIONSHIP. THAT THERE IS A LARGE MILITARY COMPONENT IN
AUSTRALIA GOES WITHOUT SAYING; FIGURES SPEAK ELOQUENTLY TO
THAT FACT. I CANNOT SAY THAT THERE ARE TOO MANY MILITARY
PERSONNEL; I WOULD HAVE TO NOTE, AGAIN, THAT SINCE SO MANY
OF OUR TOTAL STAFF ARE MILITARY IT WOULD BE LOGICAL TO
LOOK HERE FOR SOME EXCESS. BUT TO MAKE MYSELF ABSOLUTELY
CLEAR, I HAVE NOTED NO EXCESS, AND IN THE LIGHT OF THE STRATEGIC
VALUE OF OUR JOINT US-AUSTRALIAN BASES, I DOUBT THAT
THERE IS AN EXCESS. END CONFIDENTIAL.
ALSTON

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Message Attributes

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